R E P O R T R E S U M E S

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A STUDY OF FOREMAN'S CLUBS, THEIR EXTENT, THEIR ORGANIZATION, THEIR FUNCTION. SUMMARY REPORT TO THE FOREMANSHIP FOUNDATION.

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DESCRIPTORS- *FOREMEN, *ORGANIZATIONS (GROUPS), *GROUP MEMBERSHIP, *MANAGEMENT DEVELOPMENT, *CLUBS, FINANCIAL SUPPORT, SOCIAL ORGANIZATIONS, EDUCATIONAL PROGRAMS, NATIONAL ORGANIZATIONS, EMPLOYMENT LEVEL, PROGRAM DESIGN,

THERE ARE ABOUT TWO MILLION FOREMEN EMPLOYED IN THE UNITED STATES, SOME OF THEM UNION MEMBERS, BUT MANY BELONGING TO SOCIAL AND PROFESSIONAL ASSOCIATIONS. TO DETERMINE FOREMAN MEMBERSHIP IN NON-UNION FOREMAN ORGANIZATIONS, THE PURPOSE, ORGANIZATION, FINANCIAL SUPPORT, AND PROGRAMS OF SUCH CLUBS, AND THE RELATIONSHIP OF THE CLUB TO THE COMPANY EMPLOYING ITS MEMBERS, A QUESTIONNAIRE WAS MAILED TO THE 1,000 LARGEST COMPANIES IN THE UNITED STATES. OF THE 765 RESPONDENTS, 396 HAD A MANAGEMENT CLUB, 204 OF THEM AFFILIATED WITH THE NATIONAL MANAGEMENT ASSOCIATION OR THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS, AND 192 INDEPENDENT. THE 77,000 MEMBERS OF THE RESPONDING CLUBS INCLUDED 54,000 FOREMEN, THE REMAINDER BEING MANAGEMENT PERSONNEL FROM PRESIDENTS TO OFFICE SUPERVISORS. CLUB ACTIVITIES, ASSESSED THROUGH VISITS TO 22 INDEPENDENT CLUBS AND THE TWO NATIONAL HEADQUARTERS AND THROUGH A QUESTIONNAIRE SENT TO THE INDEPENDENT CLUBS, WERE PRIMARILY SOCIAL AND SUPPORTED IN PART BY THE COMPANIES. THESE CLUBS, ONCE EXCLUSIVELY FOR FOREMEN, HAVE AN INCREASING MEMBERSHIP FROM HIGHER MANAGEMENT, AND MUST REDESIGN THEIR PROGRAMS TO SUIT EMERGING MEMBERSHIP STRUCTURE, EMPHASIZING MANAGEMENT DEVELOPMENT AND LEADERSHIP TRAINING. (THIS STUDY WAS MADE BY THE BUREAU OF INDUSTRIAL RELATIONS, UNIVERSITY OF MICHIGAN, ANN ARBOR, MICH. FOR THE FOREMANSHIP FOUNDATION, 1212 THIRD NATIONAL BLDG., DAYTON, OHIO 45402) (AJ)

A Study of Foreman's Clubs

their extent, their organization, their function

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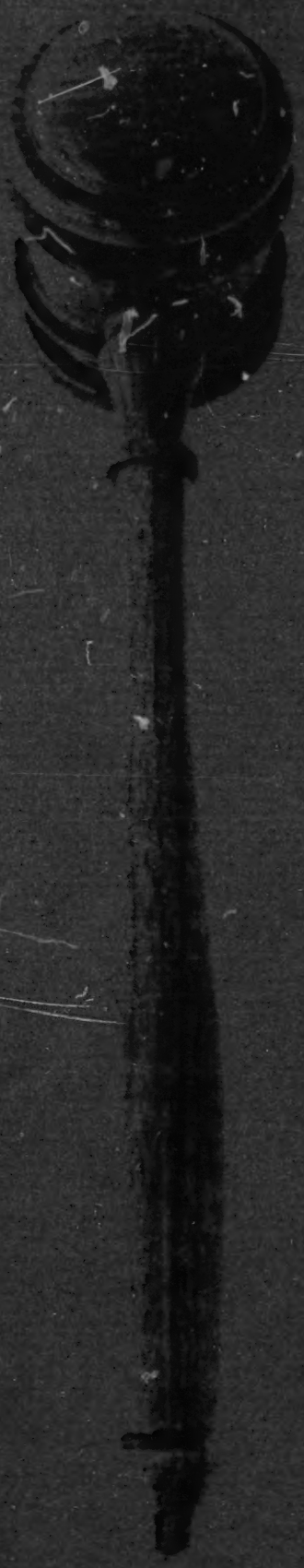

A summary report submitted to the Foremanship Foundation

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PREFACE

Foremanship Foundation, Dayton, Ohio, is a non-profit corporation supported by industry working exclusively in the area of foreman and supervisors. For more than twenty years the Foundation has maintained liaison with foremans clubs and associations, including those affiliated with the two large national organizations and independent clubs.

In order to determine the value of these clubs and the programs which they execute, their strengths and weaknesses, the Foundation engaged the services of the Bureau of Industrial Relations of The University of Michigan to make the survey-study which is the subject of this report. We believe the results will be of interest to our membership, and perhaps, to American industry generally.

The Trustees of the Foundation are convinced that it is not sufficient that foremen are members of management legally under the terms of the Taft-Hartly Act, but that industry must constantly strive to make its foremen more truly members of management, in fact, as well as in law.

Foremanship Foundation

1212 THIRD NATIONAL BLDG., DAYTON, OHIO 45402

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A Study of Foreman's Clubs

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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INTRODUCTION

There are approximately two million foremen employed in industry and the crafts in the United States. The exact determination of the number is difficult, since the definition is not a commonly agreed upon term. A number of these men classified as foremen are members of the union to which their subordinates belong, especially in the printing and graphic arts and other skilled and craft occupations as well.

Within manufacturing industry far fewer belong to unions, but many of them belong to social and professional associations. The likelihood for foreman unionization is lessened by the provisions of the Taft-Hartley Law which withholds the protection of the law from such organizations. Nonetheless, the existence of foremen who are also union members and engage in the collective bargaining process as members, raises some interesting questions about the size, scope, and function of non-union organizations to which foremen belong.

1. What is the extent of foremen membership in such foremen or management clubs?
2. What is their formal purpose as shown in their by-laws, organization, and financial support?
3. What programs are offered by such clubs for their members?
4. What is the relationship of the club for foremen to the company which employs them?

HOW THE STUDY WAS CONDUCTED

In order to determine on a large scale what the answers to these questions are at mid-decade of the sixties, a study plan was developed by the Bureau of Industrial Relations. This is a brief report of the scope of the study and some of its findings.

We first embarked on a phase of the study which included a mail questionnaire survey to the one-thousand largest companies in the United States. Among the questions to which the questionnaire addressed itself were: 1. ascertainment of the membership of the foreman in foreman's clubs in the companies contacted. 2. Whether the clubs are company or city clubs. 3. Whether it is affiliated with a national organization or independent.

Three hundred-ninety-six of the 765 respondents or 52% did have a management club; 204 or 51% of them were found to be affiliated mainly with one of the two major national organizations, the National Management Association (NMA) and the National Council of Industrial Management Clubs (NCIMC-YMCA). The remaining 192, or 49%, were independent.

The information presented in the following table is taken from the complete questionnaires. The figures are rounded off to the nearest thousand.

Extent of Membership in Foreman or Management Clubs

	Yes	No	*Total
Do you have a club for foremen?	396	359	735
How many foremen do you employ?	90,000	**80,000	170,000

* Ten firms did not provide data.

** This figure is estimated since many of those reporting no clubs also failed to report the number of foremen in their organization.

Furthermore, of the 77,000 members of the responding clubs, 54,000 are foremen, and the remaining 23,000 are from other positions (or retired foremen). These other positions extend from president, plant manager, staff persons, engineers, and office supervisors.

THE INDEPENDENT CLUBS

In view of special interest in the independent management clubs, the second stage included a mail questionnaire survey of the 192 independent management clubs noted earlier. The purpose of this questionnaire was to obtain information which would help determine the nature, scope and purpose of such clubs. The participants were asked to provide us with information on their membership, date of establishment, annual program of activities, and copies of their constitution and/or by-laws.

From these one hundred and ninety-two (192) clubs, we received a total of eighty-four (84) responses. It should be noted here that three of the respondents did not provide the requested data; moreover, one reported to be inactive in the past few years, and the other two were not formally management clubs, but they held informal group meetings. The remaining seventy-eight (78) clubs responded satisfactorily, although they did not provide us with all of the requested information.

The following two tables show the breakdown of clubs by age and a membership summary.

A Breakdown for the Participant's Club's Age

Year	Number of Clubs
1918	1*
1920's	4
1930's	5
1940's	25
1950's	22
1960's	17
Total	74

*It is claimed to be the first foreman's club in the U. S.

Membership Summary

Number of Members	Number of Clubs	Foremen	Other Members of Management	Total
1 - 99	23	576	602	1,178
100 - 199	22	1,523	1,176	3,299
200 - 299	8	780	1,114	1,894
300 - 399	7	995	1,285	2,282
400 - 499	4	998	795	1,794
500 - 599	2	513	511	1,006
600 - 699	3	1,355	582	2,008
700 - 799	1	380	406	786
800 - 899	1	387	413	800
900 - 999	3	983	1,897	2,880
1000 & over	4	7,719	7,863	15,582
Total	78	16,209	17,244	33,507*

* This total accounted also for retired members not accounted for in the other categories.

As one can observe from the Membership Table above, sixty (60) clubs out of the total number of respondents, seventy-eight (78) (which amounts to slightly over 76% of the total), have memberships of less than 400 members per club. These 60 clubs enjoy a membership total of 8,651 members of what amounts to about 25.8% of the overall total of memberships in the respondent clubs while four (4) clubs amounting to about 5% of the total respondents enjoyed a total membership of 15,582 or 46% of the overall membership.

This same table also shows the breakdown of membership between foremen and other members of management (professional, technical people and higher levels of management). The foremen's membership amounts to about 49% of the overall total. Furthermore, the participants were asked to identify the type of their organization's activities. They were given the following five categories:

Social _____
Professional _____
Educational _____
Community Service _____
Others _____

The following table shows the distribution of their responses among the different types of activities.

Types of Club Activities

Types of Activities	Number of Clubs
Strictly Social	20
Social & Educational	20
Social, Professional & Educational	16
Social & Professional	2
Social, Professional, Educational & Community Service	10
Professional, Educational & Community Service	2
Educational	2
Social, Educational & Community Service	5
Social & Community Service	1
Total	78

As can be observed from the table on the preceding page, 20 clubs reported to be strictly social clubs or what amounts to about 26% of the total participants; 2 clubs reported just educational activities, while 10 clubs claimed to perform all the four different types of activities. The remaining 46 clubs reported more than one type of activity being performed by the club.

The following table summarizes the information on how many clubs performed each type of activity:

The Types of Activities and the Number of Clubs that Performed Them

Types of Activities	Number of Clubs
Social	74
Educational	55
Professional	30
Community Service	18

The participants were also requested to provide us with their program of activities for the last three years. Unfortunately, just twenty-two (22) of them did. Very few provided us with one annual program while the rest did not. Accordingly, it is not feasible to validate their claims with the available data. It was hoped to determine from their annual program the number of meetings held during the year, but with the available data, it is not possible to generalize. Nevertheless, it should be noted here that some of these clubs with a large number of members have 10-12 meetings a year. Usually these are dinner meetings with a speaker. These speakers in the majority of the cases are company executives.

Examining the requirements for membership in these clubs, one can confidently generalize that it is the common practice of these management clubs to admit any member of management starting from the assistant foreman and above. In some cases, however, the corporate executives are not included, while in rare cases, membership was mainly restricted to foremen.

The Interviewing Phase

Moreover, visits to twenty-two independent management clubs, located in eleven states, were made. The visits included meetings with the club officers, during which all the relevant information sought to determine the nature, scope, and purposes of these organizations was obtained. Besides, an activity of the club whenever feasible was attended by the Bureau representative.

With regard to the objectives of these organizations, the constitutions of nineteen of them stipulate that it is the function of the club to promote good fellowship and the encouragement of greater cooperation among the members. The clubs, moreover, would afford educational facilities in professional and other domains. The statement of objectives in the remaining three clubs indicated that it is the function of the club to provide social acquaintance.

An analysis of the clubs' programs, nevertheless, disclosed that these clubs are predominantly social in function.

Over the past ten years a trend toward increased participation of technical and professional people in these clubs (organization) has been observed.

Some club officers contend that such considerable influx of more professional and management people has engendered an appreciable enhancement of the quality of the club programs particularly the speakers. Others claim that it has provided an incentive for more vigorous participation on the part of the members of various club functions.

The investigation of the degree of financial support -- if any -- furnished by the companies to the clubs concerned revealed that four of the company clubs received no support from the respective companies. Three obtained support in different forms, i.e., an interest-free loan, contribution once in a while, etc. The remaining twelve were variously sustained from a low of 20% to a full-fledged 100%. In at least seven of these, the company's subsidy constituted 50% or more of the clubs' total budget.

The three city clubs in our sample were also supported financially by the participating companies. This support amounts to 12 1/2% in one case, 45% in the second, and the third is also supported but the degree was not identified.

The annual program of a management club consists primarily of monthly dinner meetings. Some clubs may be involved in community service activities, other clubs may offer educational activities such as seminars or conferences.

THE AFFILIATED CLUB

As to the clubs affiliated with one of the two national organizations, a visit to the headquarters of each was made. The object of these visits was to learn more about their member clubs' programs, activities and to afford an on-the-spot

appraisal of their services. Moreover, assessment of the benefits derived by member clubs from the relevant organization and the services it rendered them was accomplished. Furthermore, a small sample of ten affiliated clubs was visited.

THE NATIONAL MANAGEMENT ASSOCIATION (NMA) -- Article I, Section 2 of the NMA Constitution states the association objectives as follows:

> The objectives of the association shall be (1) to improve the quality and promote the unity in management by education and association through the medium of the affiliated organizations, and (2) to raise the standards and promote the appreciation of management as a profession.

The NMA (formerly known as the National Association of Foremen) was founded in Dayton, Ohio on October 8, 1925. As of April, 1965, the total number of NMA members was 70,690. Also, the NMA entertained the affiliation of 244 management clubs. Foremen's total membership in the NMA amounts to about 42% of the membership total. Others of the management team -- including top management -- constitutes the remaining 58% of the membership.

The total income of the Association for the ten-month period July 1, 1964, to April 30, 1965, has almost reached the half-million dollar mark.

THE NATIONAL COUNCIL OF INDUSTRIAL MANAGEMENT CLUBS (NCIMC) -- The first meeting of the National Council of YMCA Foremen's Clubs (later known as NCIMC) was held at William Sloane YMCA on March 6, 1935. As of June, 1965, two hundred and thirty-four (234) clubs (30,618 members) were affiliated with the National Council of Industrial Management Clubs.

The 1964 total income of the NCIMC was $29,133.43. This figure though, did not include the annual grant given each year by the Foremanship Foundation.

The affiliated management clubs are indeed autonomous in terms of the activities performed. The national organizations, however, do indeed provide their affiliate clubs with a sense of direction. Furthermore, the national does offer guidance and help in the area of leadership training, along with considerable effort in the management development area. Needless to add, through publications and staff people in the field, a valuable outcome is achieved in the area of inter-club communication.

CONCLUSION

These clubs, once exclusively for foremen, have witnessed a progressively increasing membership from professionals and higher management.

In order to meet the required expectation of providing a climate for foremen to identify themselves with management, these clubs have to intensify their activities in the field of management development and especially leadership training. The latter is also imperative for re-designing the programs to suit the emerging membership structure.

Some of the successful management leaders should be encouraged to assume the leadership of the clubs or even participate in the leadership of the national organizations. Their aggressive and progressive leadership is indeed wanting.

One further thought pertains to the role and perhaps the obligation of the top management. Support, particularly moral support, but decidedly not control, is a major element in the success and conceivably the excellence of the club concerned.

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THE STUDY PLAN

Phase I

A Mail Questionnnoire Survey to the 1000 Largest Companies in the U.S.

765 Responses were obtained from Companies and their Divisions

- 359 Don't Have Foreman's Club
- 396 Have Foreman's Clubs
- 10 Failed to provide any data

396 Have Foreman's Clubs

- 192 Independent
- 204 Affiliated

Phase II

192 Independent

- All 192 Surveyed by mail and 84 responded
- Officers of 22 Clubs were Interviewed

204 Affiliated

- A Visit to NMA HQ
- A Visit to NCIMC HQ
- Officers of 10 Affiliated Clubs were Interviewed

Ann Arbor, Michigan